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OTR BULLETIN

JUNE - JULY 1965

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CONTENTS

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IN THIS ISSUE ....

OTR courses scheduled to begin in July, August,
and September are listed with a brief description
of each beginning on page 5.

FSI's language courses for FY 1966 and PERT
and ADP courses offered in the local area are
featured in Non-Agency Training, page 12.

If you are interested in the Agency's Off-Campus
Program, you can review the courses tentatively
scheduled by GW for the fall and spring semesters
and AU for the fall semester on page 27 - 31.

The Agency's interest in management training is
reflected in the article on the "Grid" - page 32.

Read about the FSI Library and how you can make
arrangements to have access to it on page 35.

If you want some tips on how to write better,
read the article beginning on page 37.

And the usual news items in the Bulletin Board,
as well as the Directory of Training Officers and
the OTR Directory.

BULLETIN BOARD

LANGUAGE LABS OTR maintains two language laboratories for the benefit of Agency employees who are studying foreign languages. One is in Room 1D-1605 Headquarters and the other is in the Arlington Towers annex. The lab at Headquarters is open from 7 a.m. to 6:30 p.m. and the one at Arlington Towers is open from 8 a.m. to 6 p.m. Monday through Friday. Tapes are available in some 60 languages. There are also records in the major languages for loan. The telephone extension of the language lab at Headquarters is ▮▮▮ the extension at Arlington Towers is ▮▮▮

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An added service provided by the lab at Headquarters is tape material for those who wish to practice their shorthand.

CAREER EDUCATION AWARD WINNERS Two Agency employees, ▮▮▮▮▮▮▮ and ▮▮▮▮▮▮▮ have been granted 1965-66 Career Education Awards by the National Institute of Public Affairs (NIPA). ▮▮▮▮▮ an OTR Careerist and an instructor in the School of International Communism, will attend Harvard and will study the Problems of Underdeveloped Countries. ▮▮▮▮ a Personnel Careerist on assignment to the Career Trainee Program, will attend Stanford, specializing in Administration. Each year NIPA, using funds provided by the Ford Foundation, grants Career Education Awards for an academic year of graduate study to outstanding young men in Federal, state, county, and municipal government. The winners compete and are selected on the basis of their past performance and their potential, particularly in management. Because the objective of the Program is to enable students to take courses in any department without adhering to an established curriculum, the students do

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not usually earn degrees. Six universities partici-
pate in the Program: Chicago, Harvard, Indiana,
Princeton, Stanford, and Virginia. NIPA pays for
tuition and assists with expenses which government
agencies are not authorized to pay. The employee's
agency continues to pay his salary.

The program is for young career officers. They
should be 28 - 35 years of age with at least five
years of civilian public service. Federal nominees
should be in positions classified at about GS 12
through GS 14 and employees of State and local gov-
ernments should be at comparable levels. All should
have a demonstrated capacity for eventual promotion
to higher positions demanding progressively greater
policy-making and executive responsibilities. Award
winners must have a bachelor's degree and meet the
admission requirements of the universities they at-
tend; at least a B+ average is usually expected in pre-
vious undergraduate work.

Selection by the NIPA Board of Trustees is solely
on merit. Some agencies win several awards but
there is no pre-determined number for any agency.

Each government agency uses its own methods to
select its nominees for the awards. In CIA, the em-
ployee's supervisor submits applications in January
through his Training Officer to the Agency's Training
Selection Board. The Board reviews applications,
interviews candidates, and submits its nominees to
NIPA by 1 February. NIPA representatives interview
the nominees, universities determine whether or not
the applicants meet their entrance requirements, and
the awards are announced about 1 April. Fifty-five
awards were granted this year.

BROCHURE ON SENIOR OFFICER SCHOOLS	Copies of the brochure of reprints of articles on Senior Officer Schools which were published in OTR Bulletins have been sent to all Training Officers and to other employees who personally requested copies. There are still some available. If you wish a copy, telephone AIB/RS on extension ▆▆▆

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OTR SCHEDULE OF COURSES (1 Jul - 31 Dec 65)	The projected six-month OTR Schedule of Courses has been distributed to all Training Officers for insertion in OTR's Catalog of Courses. If you wish additional copies, call the AIB/RS on extension ▮▮▮▮	25X1A
CHANGES OF COURSE SCHEDULE	The CS Name Check Course scheduled for 29 November - 3 December will not be given. OTR will conduct a special Management Course (GS 11-14) at ▮▮▮▮ beginning on 8 August (Sunday) through 13 August.	25X1A
CHANGE OF COURSE TITLE	The title of Budget and Finance Procedures Course, conducted by the Operations School, has been changed to Finance and Logistics: Small Stations.	
INTERAGENCY TRAINING BULLETIN	The 1965-66 edition of CSC's Interagency Training bulletin has been sent to all Training Officers in the Agency. It contains information on courses and programs to be conducted in the next fiscal year by other Agencies and Departments of the Government. Contact ▮▮▮▮ Registrar Staff, on extension ▮▮▮▮ for further information about the courses referred to in the bulletin.	25X1A

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TRAINING OFFICERS	▮▮	25X1A

SCHEDULE OF PRETESTS FOR OTR CLERICAL REFRESHER COURSES	Purpose	:	To determine the level of shorthand or typing course for which an employee is qualified.
	Place	:	2103 Washington Building Annex, Arlington Towers.
	Time	:	0920 hours on the scheduled date.

Registration :		Form 73 is sent to AIB/RS/TR for Clerical Refresher Course. AIB then registers employee with Clerical Training/IS/TR for pretest.
Dates of Courses and Tests	:	9 August - 3 September

Pretest   4 Aug -- typewriting
           5 Aug -- SHORTHAND

13 September - 8 October

Pretest   8 Sep -- typewriting
           9 Sep -- SHORTHAND

18 October - 12 November

Pretest   13 Oct -- typewriting
           14 Oct -- SHORTHAND

AGENCY QUALIFICATIONS TESTS-FOR CLERICALS

Purpose	:	To qualify employees for positions as Agency typists or stenographers.
Place	:	2103 Washington Building Annex, Arlington Towers.
Registration :		Training Officer calls Clerical Training Office directly; extension ██████
Time and Day of Test	:	Given to the Training Officer when he registers his employee.
Dates	:	

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Typewriting	SHORTHAND
19 July	20 July
2 August	3 August
23 August	24 August
7 September	7 September
27 September	28 September

4

OTR CALENDAR

JULY						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Career Trainee Prog (Hqs Phase)	12 Jul-10 Sep
China Familiarization	19-23 Jul
CIA Review	13 Jul
Clerical Refresher	6-30 Jul
Challenge of Int'l Communism(for CTs)	26 Jul-20 Aug
IR Familiarization	12-16 Jul
Intel Production	6 Jul-27 Aug
Intel Tech (for CTs)	26 Jul-13 Aug
Intelligence: Intro (for CTs)	12-23 Jul
Orient for Overseas	6-7 Jul

Admin Procedures	16-27 Aug
CIA Review	10 Aug
CS Records Officer	30 Aug-3 Sep
Clerical Refresher	9 Aug-3 Sep
Communism (for CTs)	16 Aug-10 Sep
Intell Tech (for CTs)	23 Aug-10 Sep
Ops Support	30 Aug-24 Sep
Orient for Overseas	3-4 Aug
Paramilitary	2 Aug-24 Nov

AUGUST						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

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│         SEPTEMBER           │
│                             │
│   S   M   T   W   T   F   S │
│                             │
│               1   2   3   4 │
│                             │
│   5   6   7   8   9  10  11 │
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│  12  13  14  15  16  17  18 │
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│  19  20  21  22  23  24  25 │
│                             │
│  26  27  28  29  30         │
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China Familiarization	20 Sep-24 Sep
CIA Review	14 Sep
Clerical Refresher	13 Sep-8 Oct
CS Name Check	7 Sep-13 Sep
CS Review	14 Sep-23 Sep
Communism: Intro	27 Sep-8 Oct
CI Familiarization	20 Sep-1 Oct
CA Operations	27 Sep-15 Oct
Effective Speaking	13 Sep-20 Oct
Finance & Logistics: Small Stations	27 Sep-15 Oct
IRRR	13 Sep-1 Oct
Intel Res (Map & Photo)	13 Sep-15 Oct
Intel Res Tech	13 Sep-8 Oct
Intelligence: Intro	13 Sep-24 Sep
Mgt (GS 11-14)	26 Sep-1 Oct
Operations (for CTs)	13 Sep-14 Jan
Ops Familiarization	13 Sep-22 Oct
Orient for Overseas	7 Sep-8 Sep
Orient for Trng Assts	15 Sep
Orient for Trng Offs	28 Sep-29 Sep
Supervision (GS 5-10)	13 Sep-17 Sep
Writing Workshop (Basic)	14 Sep-7 Oct
Writing Workshop (Inter)	13 Sep-6 Oct

OTR COURSES Scheduled on the Calendar shown on page 5.

Administrative Procedures (2 wks - full time)

> For clerical employees who support the CS at headquarters.
> Covers the organization, functions, general administrative regu-
> lations, and procedures of the Agency; emphasis is on the CS.

Career Training Program (23 to 25 wks - full time)

Challenge of International Communism (4 wks - full time)

> For Career Trainees (formerly JOTs). A survey to develop a
> comprehensive understanding of the doctrine, organization, and
> activities of the USSR, Communist China, and the Communist
> Party and associated organizations of the free world.

China Familiarization (1 wk - full time)

> For professional employees. General survey of Mainland
> China's geography, history, economic factors, and its role in
> foreign affairs. Includes pronunciation of Chinese names.

CIA Review (2 1/2 hrs)

> For all overseas returnees. Covers salient facts in the Agency's
> recent development. Now includes the security reindoctrination
> lecture.

Clandestine Services Name Check (1 wk - full time)

> For CS employees. Covers principles, techniques, and pro-
> cedures for exploiting the Agency's records and its other re-
> sources to obtain biographic information.

Clandestine Services Records Officers (1 wk - part time)

> For CS employees to qualify them as CS Records Officers.
> Covers operational factors and relationships on which to base
> the decision to destroy or retain CS operational records.

Clandestine Services Review (8 days - full time)

> For CS officers recently returned from an overseas assignment:
> also officers who support the CS. Updating of the organization and
> functions of the Directorates. DDP is treated in detail.

Clerical Refresher (4 wks - part time)

> For clerical employees to improve their accuracy and to develop
> their speed in either shorthand or typewriting. Employees may
> take separate instruction in both skills.

Counterintelligence Familiarization (2 wks - full time)

> For CS employees. Covers terminology, authorities, missions
> and activity of CI; exploitation of CI records and CI reporting.

Covert Action Operations (3 wks - part time)

> For recently assigned or experienced CS officers. Advanced
> seminar on covert operations. Class members discuss opera-
> tional problems with senior Agency officers.

Effective Speaking (6 wks - part time)

> For professional personnel. Covers principles of speaking as
> they relate to oral presentation. Includes a lecture on selection
> and use of graphic aids.

Finance and Logistics: Small Stations (3 wks - full time)
(Formerly Budget and Finance Procedures)

> For administrative assistants or support officers required to
> maintain budgetary, financial, and property records at a Class
> B or Type II Station. Emphasis is on all facets of financial re-
> sponsibilities.

AUTOMATIC DATA
PROCESSING
COURSES
(cont'd)

value of this information. Recommended for those in a management position.

TUITION: $46 a credit hour

Department of Agriculture Graduate School

3-550   INTRODUCTION TO DIGITAL COMPUTERS
For the student with minimal background in engineering and mathematics. Broad view of relationships of computer to scientific investigation and business enterprise. Relationships between problem and computer. Examination of structure and organization of computer in connection with large functional units. Their interrelations, interdependence, and control. Some programming concepts.

3-559   ELECTRONIC DATA PROCESSING-GENERAL
For subject-matter professional workers desiring technically based understanding of techniques, potentials, and problems of exploiting electronic data processing in their fields. First semester: Oriented mainly to equipment. Organization and components of EDP systems. Programming concepts in machine language and in symbolic representation of machine language. Input-output. Arithmetic. Program logic and control. Distinctions among kinds of machines. Second semester: Oriented mainly to uses. Systems analysis and flow charting. Automatic programming (Fortran, Algol, COBOL, and Tabsol). Representative applications in the Federal Government. Accounting, Statistics. Scientific computation. Information storage and retrieval. Advanced potentials of EDP.

3-578   IBM 360 DATA PROCESSING SYSTEM
Basic information on IBM 360 system. Provides general understanding of system and interrelationship of models and parts. Broad system concepts, basic and optional features, and specific input-output devices. Operating

AUTOMATIC DATA PROCESSING COURSES (cont'd)

principles, central processing unit, instructions and programming (basic assembly program and applications of Cobol and Fortran).

3-588   DATA PROCESSING ON ELECTRONIC COMPUTERS-IBM 1410 - 2 credit hours
First semester: Introduction to high-speed data processing system. Input-output components. Computer capabilities. Repertoire, format, and execution of machine commands. Preparation of flow charts. Writing of detailed program instructions, using both absolute and symbolic language. Second semester: Program loading and testing procedures. Data processing with magnetic tape. Macro instructions. General purpose input-output package routines. Systematizing a data processing project. Automatic programming systems. Prerequisites: Training or experience in accounting or statistical fields, or with other stored program digital computers.

TUITION: $14 a credit hour.

Georgetown University - School of Business Administration

Div of Business Stat 005, 006: BUSINESS STATISTICS I & II

Acquaints the student with the concepts and procedures of modern business statistics. Covers the design of statistical surveys, data processing and data presentation as well as the principles of sampling methods for univariate and bivariate distributions and distribution-free methods. Special attention is given to scientific sampling in accounting, in quality control and in the purchase and marketing of merchandise, to modern decision and to be statistical forecasting.

TUITION: $50 a credit hour

AUTOMATIC DATA
PROCESSING
COURSES
(cont'd)

George Washington University - Engineering and
Applied Science

Applied Science 287: AUTOMATA AND SELF-
ORGANIZING SYSTEMS

> Effectively computable functions and Turing
> machines, digital computational methods in
> Boolean algebra, combinational circuits and
> their analysis, recursion circuits and their
> analysis, reliability of automata, networks
> of automata, artificial intelligence.

Engr 21: APPLICATION OF COMPUTERS TO ENGI-
NEERING PROBLEMS

> Machine utilization; number systems; princi-
> ples of programming, machine language and
> automatic programming language, Fortran,
> Algol, Colol; numerical analysis, basic logi-
> cal circuits.

Engr 22: DIGITAL TECHNIQUES

> Automatic programming techniques, self-
> detecting and correcting codes, logical cir-
> cuit design, electronic design of digital
> transistor and magnetic-core circuits, mem-
> ory systems, analog-to-digital techniques,
> wiring diagrams.

Engr 23-24: COMPUTER LABORATORY I-II

> Use of digital and analog computers; includ-
> ing design, logical circuitry, programming,
> operation, maintenance, and troubleshooting.

Engr 230: DIGITAL TECHNIQUES

> Automatic programming techniques, self-
> detecting and correcting codes, advanced
> logical circuit design, electronic design of
> digital transistor and magnetic-core circuits,
> memory systems, analog-to-digital techniques,
> wiring diagrams.

AUTOMATIC DATA PROCESSING COURSES (cont'd)

Engr 231: DIGITAL CIRCUITRY AND SYSTEMS

Basic concepts of modern digital programmed systems, mathematical foundations and techniques for logical design of digital circuits, electronic design of computer circuits.

Engr 232: DIGITAL SYSTEMS

The programmed system; system design of digital computers, special-purpose digital computers, reliability, data-processing techniques, analog-to-digital and digital-to-analog techniques.

Bus Admin 219: DIGITAL COMPUTER PROGRAMMING CONCEPTS

Machine functions and programmed control, instructions and programs, sub-routines, general purpose programming, business oriented programming languages. Prerequisite: Business and Public Administration 204 (Quantitative Factors in Administration) or permission of instructor.

Bus Admin 220: COMPARATIVE DIGITAL COMPUTER SYSTEMS

Properties and capacities of the range of equipments in use today, special purpose business equipments, recent and prospective equipment developments. Prerequisite: Business Administration 219 (Digital Computer Programming Concepts).

Bus Admin 221: APPLICATION OF DIGITAL COMPUTERS

The integration of data processing in the regular operations of the business or government organization and in establishing flows of management information systems planning, the impact of ADP on management organization and decision making. Prerequisite: Business and Public Administration 204 (Quantitative Factors in Administration) and Business Administration 220 (Comparative Digital Computer Systems).

AUTOMATIC DATA
PROCESSING
COURSES
(cont'd)

Bus Admin 222: SEMINAR: ADVANCED DIGITAL
COMPUTER CONCEPTS

Study of advanced problems in the design and
application of computer systems.

Stat 197: DIGITAL COMPUTER PROGRAMMING WITH
APPLICATIONS

The use of the digital computer in statistical
and other computational work. Machine lan-
guage, SPS and FORTRAN programming.
Writing, debugging, and running programs
on the digital computer, using the IBM 1620
in the University Computing Center. Pre-
requisite: Permission of the instructor.
Laboratory fee: $20.

Stat 207-208: OPERATIONS ANALYSIS

Basic concepts and techniques of operations
analysis as applied to problems in business
management and economic research. An in-
troduction to the processes of linear pro-
gramming, game theory, and queueing theory.
Prerequisite: Admission by permission of
the instructor.

TUITION: $46 a credit hour.

University of Maryland

Bus Admin 101: ELECTRONIC DATA PROCESSING

The electronic digital computer and its use
as a tool in processing data. The course in-
cludes the organization of data processing
systems, environmental aspects of computer
systems, fundamentals of programming, and
management control problems and potentials
inherent in mechanized data processing sys-
tems. Prerequisite: Junior standing, Math.
11 (Introduction to Math) or the equivalent.
Laboratory fee: $10.

AUTOMATIC DATA
PROCESSING
COURSES
(cont'd)

**Bus Admin 102: ELECTRONIC DATA PROCESSING
APPLICATIONS**

Study of computer applications, introduction
of computer methods for the solution of busi-
ness problems and laboratory exercises in
programming and development of computer
techniques. Prerequisite: Business Admin-
istration 101 (Electronic Data Processing).
Laboratory fee: $10.

**Bus Admin 103: INTRODUCTION TO SYSTEMS
ANALYSIS**

The course includes the principles of sys-
tems analysis, recent applications and inno-
vations of the systems concept, design and
implementation of computer systems, includ-
ing such techniques as mathematical pro-
gramming, simulation, business games, and
network analysis, and laboratory use of a
digital computer in the application of these
techniques. Prerequisite: Business Admin-
istration 102 (Electronic Data Processing
Applications), Math. 15 (Elementary Calculus)
or the equivalent. Laboratory fee: $10.

Bus Admin 167: OPERATIONS RESEARCH I

The philosophy, methods, and objectives of
operations research. Basic methods are
examined and their application to functional
areas of business are covered.

**Civil Eng 140: ENGINEERING ANALYSIS AND COM-
PUTER PROGRAMMING**

Elements of operational calculus, vector
analysis; numerical methods and programming
for computers. Errors, interpolation, series,
integration, iteration and solution of equations.
Prerequisite: Math. 64 or concurrent regis-
tration (Differential Equations for Engineers).

**Electrical Eng 106: PROGRAMMING DIGITAL COM-
PUTERS**

Number systems, theory of digital computer;
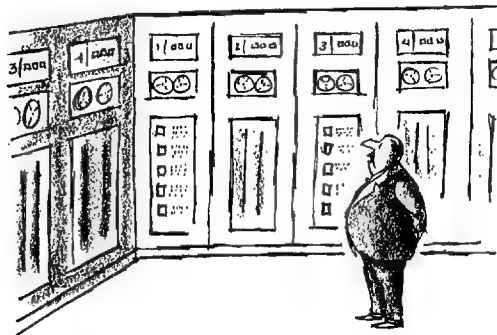essential steps in programming; numerical

AUTOMATIC DATA
PROCESSING
COURSES
(cont'd)

solutions. Prerequisites: Math. 21 (Calculus II); Physics 21 (General Physics: Electricity, Magnetism, and Optics); Electrical Engineering I (Basic Electrical Engineering); and concurrent registration in Math. 64 (Differential Equations for Engineers). Laboratory fee: $5.

Electrical Engr 130: ELECTRONIC ANALOG COMPUTERS

Principles of analog computing components, operational amplifiers, d-c amplifiers, instrument servos, multipliers, and function generators. Prerequisites: Electrical Engineering 101 (Engineering Electronics); Math. 64 (Differential Equations for Engineers).

TUITION: Courses numbered 100-199 are for Advanced Undergraduates and Graduates. A person admitted as a graduate student pays $18 a credit hour; a person admitted as an undergraduate pays $15 a credit hour.

"I've come to tell you I'm resigning."

Training Selection Board

COURSES SCHEDULED

*Air War College, Maxwell AFB, Alabama   9 Aug 65 - 3 Jun 66

> Designed to prepare senior officers for high command and staff
> duty and to promote sound concepts of aerospace power develop-
> ment and employment. International relations, air warfare,
> and global strategy are studied.

*Armed Forces Staff College, Norfolk, Virginia   16 Aug 65 - 14 Jan 66

> For middle-level and senior officers. Objectives of the course
> are to promote teamwork among the services, to educate offi-
> cers in joint and combined organization, planning and operations,
> and related aspects of national and international security, and
> to prepare them for duty in all echelons of joint and combined
> commands.

*Executive Development Program, Kings Point, New York
"Skills and Goals of Management"   12 - 23 Jul 65

> For senior officers. Agency candidate must be in grade GS 14
> and above. The program is planned as an integrated curriculum
> which can be taken through a series of related short courses
> over a period of years and which will provide an understanding
> of significant, continuing Government responsibilities valuable
> to a career executive in any agency or function.

Executive Program in Business
Administration, Columbia University   18 Jul - 28 Aug 65

> For senior executives. The course is designed to deepen the
> executive's understanding of the interrelationships and internal
> operations of his organization and the national and international
> economic forces which affect business; to strengthen his grasp
> of planning and decision making; and to develop his administra-
> tive ability.

*Federal Executive Fellowships, Brookings   Jul 65 - Aug 66

    Candidates must have ten years of Federal Service and demon-
strated a capacity for independent research. The purpose of
the program is to increase the knowledge, proficiency, and
skill of senior officers and to permit them to make a research
contribution in their field. Research projects should be in the
fields of economics, government or foreign policy and should
be of such scope as to require from six to twelve months of re-
search and to result in useful reports, articles, monographs,
or books.

Foreign Affairs Program Management Seminar, FSI   2 Aug - 19 Nov 65

    For State Department officers and other officers in Government
agencies who are rising to managerial responsibilities in for-
eign affairs. Designed to prepare foreign affairs specialists
to become desk officers, embassy section chiefs, principal offi-
cers, and to assume other executive-type positions by studying
the design, implementation and coordination of the main programs
constituting United States foreign affairs. A continuous thread
throughout the seminar is separate country studies by student
panels.

*Industrial College of the Armed Forces, Ft. McNair   18 Aug 65 - Jun 66

    For senior officers. The course covers all phases of national
and world economic, political, military, and psychological con-
ditions and trends, logistics planning and economic mobiliza-
tion in time of war; human, material, and economic resources;
the impact of scientific research; and the relationship of all
these to national policy and strategy.

Management Development Program for Federal Executives   14-15 Sep)
                                                                           13-22 Oct)
                                                                                 6-7   Jan)

    For officials and specialists who are newly assigned to posi-
tions of executive responsibility and who have little formal
training in current management philosophies, principles and
practices. Agency candidate must be in grade GS 14 or above.
The program is conducted by USDA in three phases: a two-day
orientation in Washington, nine-day workshop in Williams-
burg, and a two-day follow-up in Washington.

National Interdepartmental Seminar, FSI   26 Jul - 20 Aug 65
                                                       13 Sep - 8 Oct 65

> For senior officials of the Government who are concerned with
> countries designated "critical" and other areas of the world
> where there is active or incipient insurgency. Agency candidate
> must be in grade GS 14 or above. Includes study of developing
> nations, current insurgency, U.S. resources in countering in-
> surgency, the development of internal defense plans, and the
> functions of the U.S. country-team.

*National War College, Ft. McNair   12 Aug 65 - 3 Jun 66

> For senior officers. The course is designed to prepare select-
> ed personnel of the Armed Forces and the State Department for
> joint and combined high-level policy, command, and staff func-
> tions. Topics include the world situation, Government agencies,
> national security policy and strategy, and the military, economic,
> scientific, political, psychological, and social factors of national
> power.

*Naval War College, Newport, Rhode Island   5 Aug 65 - 15 Jun 66

> For senior officers. Designed to prepare officers for higher
> command through a better understanding of the fundamentals
> of warfare, international relations, and interservice operations.
> Emphasis is on the use of naval power to accomplish the Navy's
> mission and to further national objectives.

* Nominations are closed for these courses. If you are interested in the
next scheduled course consult your Training Officer for details on the
selection process.

THE AGENCY'S OFF-CAMPUS PROGRAM

George Washington University and The American University

The George Washington University's College of General Studies has tentatively scheduled the following courses for the fall and spring semesters of the Agency's Off-Campus Program:

Fall Semester 1965

Hist 71   THE DEVELOPMENT OF THE CIVILIZATION OF THE UNITED STATES   The political, social, economic, and cultural forces of the United States in their world setting from 1492 to 1865.   Monday

Hist 145   HISTORY OF RUSSIA   Survey of the rise and revolution of Russia.   Russia under the Old Regime, 860-1900.   Tuesday

                Prerequisite: Hist 39-40 (The Development of European Civilization)

Pol Sci 192   GOVERNMENT AND POLITICS OF NORTH AFRICA Domestic and international politics of Algeria, Tunisia, Morocco, Libya, Egypt, and Sudan.   Attention is given to their relations with the states of the Middle East. Monday

                Prerequisite: Pol Sci 9-10 (Government of the U.S.)

Pol Sci 10   GOVERNMENT OF THE UNITED STATES   State and local governments; civil rights; major functions of government at federal, state, and local levels. Tuesday

Geog 165   EASTERN AND SOUTHEASTERN ASIA   Regional survey.   Wednesday

Geog 166   THE SOVIET UNION   Regional survey.   Thursday

Soc 2   MAN, CULTURE, AND SOCIETY II   Development of culture and personality, the impact of groups and institutions on man's social behavior.   A survey of the fields within sociology.   Wednesday

Psych 1   GENERAL PSYCHOLOGY   The fundamental principles underlying human behavior.   Thursday

Eng 1   ENGLISH COMPOSITION   Review of grammar, exercises in composition, readings.   Wednesday

Math 21   CALCULUS I   Elementary concepts of analytic geometry. Differentiation and integration of algebraic functions with applications.   Tuesday

Prerequisites: Math 3 (College Algebra) and Math 6 (Plane Trigonometry); or two years of high school algebra, one year of high school geometry, and one-half year of high school trigonometry; or the equivalent.

Educ 108   HUMAN DEVELOPMENT, LEARNING, AND TEACHING   For the general student as well as the prospective teacher. Principles of effective teaching based on an understanding of human development and nature of learning.   Thursday

NOTE. This course has approximately fifteen hours of field work which must be done during the working day. It consists of three visits to an elementary school for a half-day, one to a junior high school, and one to a senior high, to observe teachers in classrooms.

Spring Semester 1966

Hist 72   THE DEVELOPMENT OF THE CIVILIZATION OF THE UNITED STATES   The political, social, economic, and cultural forces of the United States in their world setting from 1865 to the present.   Monday

History 146   HISTORY OF RUSSIA   Survey of the rise and revolution of Russia. Revolution and Soviet rule, 1900-1960. Tuesday

Prerequisite: History 39-40 (The Development of European Civilization).

Hist 164   SOUTH AMERICA SINCE INDEPENDENCE   Development of the independent South American states in the 19th and 20th centuries.   Wednesday

Hist 164(cont)	Prerequisite: Either Hist 39-40 (The Development of European Civilization) or Hist 71-72 (The Development of the Civilization of the U.S.)
Pol Sci 190	POLITICS OF MIDDLE AND SOUTHERN AFRICA The political life of the states and dependent territories of non-Mediterranean Africa, including the upper Nile valley and the Horn of Africa. Special attention to the specifically regional aspect of the foreign policies of these countries. Monday
	Prerequisite: Pol Science 9-10 (Government of the U.S.)
Pol Sci 9	GOVERNMENT OF THE UNITED STATES Structure, powers, and operation of the Federal Government: Congress, the President, and the Supreme Court; elections, political parties, and pressure groups. Tuesday
Geog 164	COMMUNIST CHINA Regional survey. Thursday
Anthro 1	MAN, CULTURE, AND SOCIETY I The physical evaluation of man and the origins and development of culture, including a survey of the topic divisions of the field. Wednesday
Psych 8	PSYCHOLOGY OF ADJUSTMENT Processes involved in the total adjustment of the individual with emphasis on social environment; development in the individual of adjustment techniques. Thursday
	Prerequisite: Psychology 1 (General Psychology) or Psychology 5-6 (Principles and Methods of Psychology).
Eng 2	ENGLISH COMPOSITION For second-semester freshmen not following the Columbian College of Arts and Sciences sequence. Readings and practice in expository and argumentative techniques and in research procedure. Wednesday
	Prerequisite: English I or IX (English Composition)
Math 22	CALCULUS II Differentiation and integration of transcendental functions and applications, topics in analytic geometry, techniques of integration. Tuesday

Math 22 (cont.)   Prerequisite: Math 21   (Calculus I)

Educ 123   SOCIETY AND THE SCHOOL   For the general student
                  as well as for the prospective teacher. Historical and
                  sociological development of education at the local, na-
                  tional, and international levels; cooperation of the
                  school with other community agencies; organization
                  and operation of schools; functions of personnel.
                  Thursday

                  NOTE.   This course has approximately fifteen hours
                  of field work which must be done during the working
                  day. It consists of attendance at a school from three
                  to six times to observe teachers and to listen to the
                  principal describe the school.

The American University has scheduled two courses in economics for
the fall semester:

Fall Semester 1965

Econ 19.514   INCOME ANALYSIS I: CONCEPTS AND THEORY
                  Analysis of economic aggregates. The multiplier and
                  acceleration principle. Interrelationship between
                  prices, money supply, interest rates, output. Tuesday

                  Prerequisites: Economics 19.302 (Intermediate
                  Economic Analysis: Income), and Economics 19.312
                  (Money and Banking).

Econ 19.307   INTRODUCTION TO QUANTITATIVE ECONOMICS
                  Selected topics from analytical geometry, calculus,
                  linear algebra, statistics, and their application to
                  problems in economic research and analysis. Thursday

                  Prerequisites: Mathematics 41.100 (Survey of Mathe-
                  matics I), and Statistics 69.202 (Basic Statistics).

Enrollment in these courses is limited to overt employees of the Agency.
All courses are three semester hours. Classes will be conducted even-
ings, exact time and place to be announced. Tuition for personnel who
are sponsored by the Agency will be handled by OTR.

The fall semester of the GW program will begin the week of 20 September
1965 and will run for 15 sessions. Tuition is $90 ($30 per credit hour)
and may be paid in three installments. The dates of registration, coun-
seling by the Assistant Director of the GW's Off-Campus Division, and
the beginning of the spring semester will be announced in a Headquarters
Employee Bulletin.

The fall semester of AU's program will start the week of 13 September
and will run for 16 sessions. Tuition is $90 a course, also payable in
three installments. Dates of registration will be announced later in the
Headquarters Employee Bulletin.

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Employees who are interested in taking courses which are not offered
in the schedule may discuss this with ████████████ Registrar, ex-
25X1A   tension ████ If there are enough people interested in a particular
course, efforts will be made to arrange for it.

WHAT IS THE "GRID?"

A strange language is being heard around the halls and offices these days. "My boss is such a nine-one, I've gone completely one-one." "Stop acting five-five." "Well, it's better than being so one-nine."

What does it mean? To those who have taken management training within the last year, these numbers describe various kinds of managerial and supervisory behavior. Several hundred people have by now acquired this handy descriptive device through their study of "The Managerial Grid," a theoretical frame-work which is currently attracting a lot of attention in government and business circles. . For example, it has been recently the subject of a lengthy article in the Harvard Business Review (November-December 1964).

"The Managerial Grid" plots the behavior and attitudes of managers along two axes, one of which represents a concern for people and the other a concern for production. Some managers overemphasize work and its problems, while ignoring the people who are doing the work. Others overemphasize people and their problems while paying little attention to the work. Still others try to balance or compromise the needs of people and work, conceding first to one and then to the other as the situation demands. Are there other and better ways to organize people and work to get maximum effectiveness?

The conceptual framework is described in the textbook, The Managerial Grid, by Professor Robert Blake of the University of Texas. This book assigns descriptive numbers to the principal kinds of behavior and explains the application of the system. This book and a number of specific exercises form the base for a one-week course which has been taken by 225 employees from all parts of the Agency, 147 of whom were GS-15 and above.

The one-week course ("Phase I") is designed to enable the participants to:

analyze their own managerial styles and assumptions;

recognize the advantages and limitations of various styles;

learn more effective ways of resolving conflict;

Business writing is full of deadly passives. We say, "An improvement in service has been effected" instead of "We improved service." "Improved performance was noticed by those present" instead of "We noticed an improvement." "The switch is pressed by the operator" instead of "The operator presses the switch."

Once you have mastered simple words and short sentences, nothing will add more sparkle to your writing than healthy doses of active verbs.

4. <u>Use a conversational style.</u>

Most of us are better at talking than writing because we have had much more practice at it. Of course, most people who can't speak coherently can't write coherently either. This principle won't do much good for them.

When you're struggling over a tough passage-- one that seems to defy writing--ask yourself, "How would I say this to my wife at dinner, or to the reader if he and I were sitting in the lunchroom discussing this over a cup of coffee?" You'll be amazed how much easier the words will unfold before you. Of course there are bound to be some important differences between the language style you use for talking and that for writing. Let common sense be your guide. And, of course, there are some people who have just as much trouble speaking as writing. They are dull at both. For them we recommend applying Principles One, Two and Three to their speech as well as to their writing.

5. <u>Get people into your sentences.</u>

This is another rule that filtered down from the newspapers. Many a managing editor's desk in the days of green eyeshades was adorned with a sign reminding cub reporters: Talk about people, people, people!

There are two important reasons why your writing should bristle with people: passive verbs will disappear automatically, and your writing will become more accurate.

It's almost impossible to write in the passive voice if people are the subjects of your sentences Thus, a typical dull sentence like, "It was realized that drastic changes would have to be made" is less likely to show up in your writing. Instead you are more likely to write it as it should be: "We realized we would have to make drastic changes." Notice how much more interesting the second version is. Chances are, even the writer would feel the enthusiasm generated by his more interesting style, and would be swept up in sort of a chain reaction leading to still more enthusiasm reflected in his writing.

People in your sentences make the writing more accurate too. The passive voice sentence, "It was realized that drastic changes would have to be made" is not only dull but inaccurate. It leaves unanswered the important question, "By whom? Who realized it, and who would have to make the changes?" Its active voice translation, "We realized we would have to make drastic changes" leaves no doubt. People in the sentence make the difference.

6. Know your subject

Sounds ridiculous, doesn't it. But you might be surprised to see how many people don't really know all they should about the subject they are writing about. As a result, they try to cover up with vague generalities that are at best ambiguous, at worst meaningless.

We are not suggesting that executives are not well enough informed. Certainly most men in responsible jobs hold those jobs because of their ability. But human nature makes many people try to sound more informed than they really are-- especially in writing, for some mysterious reason. When that happens the writing falls flat. And it doesn't fool the real experts. There is still no substitute for expert knowledge when one is writing. The real expert has confidence in himself and in what he is writing. And he

usually has more enthusiasm for his subject than the not-so-expert. His self-confidence and enthusiasm show through in his writing. He is more likely than most to apply Principles one through five correctly, because he isn't trying to impress anyone.

How to organize material

Start your written piece by telling the reader the gist or conclusion right away. This may sound backward, but remember, you're not trying to write a mystery novel. There's no need to keep the reader wondering until the very end whether or not the butler did it.

Engineers and scientists often feel they should report a project with the conclusion last. In a sense it is logical that they should think this way, but what is right in arriving at a conclusion is wrong in reporting how you arrived at it. The conclusion should still go first. The engineer or scientist often assumes that the natural way to report his work is to relate it in the same order that he did it. But hindsight is always 20/20. With the results or conclusion first, and then the step-by-step procedure, the reader can study and digest each step as he goes, because he can compare it with the end result. And he can stop anywhere in his reading to clarify in his mind how a particular step fits into the overall picture. Without that conclusion at the beginning he doesn't know what the overall picture is until the end. Any clarifying or digesting along the way requires reading the report twice.

For others who are not engineers or scientists, the principle is the same. Put the conclusion first. For example, if you are writing a report on your opinion of coffee breaks in your organization, don't wait till the end to tell whether you are for or against them. Rather, give your opinion first, then tell why.

Regardless of the type of writing, keep your information in order. Whether you tell events in the order in which they happened, or present arguments in order of importance, use some order. Don't jump around.

Logic in your writing

It is a pity that everyone is not required to take a course or
read a book on Aristotelian logic--not only for writing, but
for almost all experiences involving clear thinking and the
necessity of dealing with people and situations.

Take a tip from lawyers. Much has been written about the
complexity of legal writing, and how unnecessary most of
that complexity really is. Many of these criticisms are
well-founded. But at least this much can be said in favor
of legal writing: it is always logical. It always builds step
by step from one point to another. Try a little of the legal
technique in your own writing (being careful, though, not to
be influenced by lawyers' tendency to use big words unneces-
sarily).

Don't be bound by rules

Many writers get into trouble because they stick unflinching-
ly to formal rules. But there are cases where it is better
to break a rule for simplicity's sake. Furthermore, many
of the rules have probably changed since you learned them
in school. You probably learned, for example, not to end a
sentence with a preposition. Today, a preposition is con-
sidered a fine word to end a sentence with. And you probably
learned that you can't begin a sentence with "and" or "but."
But you can. You can even use sentences that are grammati-
cally incomplete, if you're skillful enough. Sometimes, any-
how.

Extracted from an article from Management Methods by
Albert M. Joseph

Directory of Training Officers

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SENIOR	DDI		2E-52	
TRAINING	DDP		3C-29	
OFFICERS	DDS&T		6E-68	
	DDS		7D-10	
TRAINING	DCI			
OFFICERS	O/DCI		7E-07	
	O/IG			
	Inspection Staff		7D-49	
	Audit Staff		1201 Key	
	General Counsel		7D-07	
	Cable Sec		1A-53	
	O/BPAM		6E-08	
	DDI			
	O/DDI		2E-52	
	CGS		7F-35	
	OCR		2E-61	
	ORR		4F-29	
			4F-29	
	ONE		7E-47	
	OCI		6G-29	
			6G-29	
	OBI		2400 Alcott Hall	

45

25X1A

46

25X1A

STATSPEC

Domestic Contact Service	902 Key
	1004 Key
NPIC	
DDS	
Administration	7D-10
Communications	GD-09
	GD-09
Finance	1211 Key
Logistics	1326 Qtrs I
	1326 Qtrs I
Medical	1D-4044
Personnel	5E-56
	5E-56
Security	4E-71
	4E-71
Training	839, 1000 Glebe
DDS&T	
OCS	GD-0404
OEL, ORD, & FMSAC	6E-68
OSA	6B-40
OSI	6F-24
	6F-24

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Office of Training Directory

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	Director of Training	Matthew Baird	Rm 819, 1000 Glebe
25X1A	Deputy Director of Training		Rm 819, 1000 Glebe
	Special Assistant to the DTR & Secretary, TSB		Rm 811, 1000 Glebe
	Executive Officer		Rm 830, 1000 Glebe
SCHOOLS	Intelligence School		Rm 711, 1000 Glebe
	Language Training School Course Information		2107 Arl Towers
	Operations School		Rm 609, 1000 Glebe
	School of International Communism		Rm 736, 1000 Glebe
STAFFS	Career Training Program		Rm 743, 1000 Glebe
	Midcareer & Senior Officers Courses		Rm 510, 1000 Glebe
	Plans and Policy		Rm 807, 1000 Glebe
	Registrar		Rm 839, 1000 Glebe
	Deputy Registrar		Rm 839, 1000 Glebe
	Admissions and Information		Rm 832, 1000 Glebe
	External Training		Rm 835, 1000 Glebe

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47

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